

**FOSTERING BRIDGES: INVESTIGATING THE STRAP BETWEEN BLIND SELECTION
AND ORGANIZATIONAL PERFORMANCE IN OIL AND GAS SERVICING COMPANIES
IN SOUTH-SOUTH, NIGERIA**

DR. OMOROGIEVA, Anthony Agbonmwanre

Department of Management,
Faculty of Administration and Management, Rivers State University,
Nkpolu- Oroworukwo, PMB 5080, Port Harcourt, Nigeria
anthonyomorogieva47@gmail.com

And

DR. C. Biriowu

Department of Employment Relations and Human Resource Management
Faculty of Administration and Management, Rivers State University,
Nkpolu- Oroworukwo, PMB 5080, Port Harcourt, Nigeria
sbiriowu@yahoo.com

ABSTRACT

This study examined the relationship between blind selection and organizational performance in oil and gas servicing companies in Nigeria. The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population for the study comprises 6 of oil and gas servicing companies in south-south, Nigeria. All the oil and gas servicing companies' 60 management staff were sampled using census sampling techniques. The research instrument was validated by managers, vetting and approval while reliability of the instrument was achieved by the use of Cronbach Alpha coefficient which stood at .868. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics while the partial correlation was used to test the moderating effect. The test was carried out at a 0-05 significance level. The findings revealed that there is a significant relationship between blind selection and organizational performance of oil and gas servicing companies in south-south, Nigeria. The study concludes that blind selection positively enhances the organizational performance of oil and gas servicing companies in south-south, Nigeria. This implies that when blind selection is applied to personnel recruitment processes, there would be greater organizational performance. The study recommended among others that management of oil and gas servicing companies operating in South-South, Nigeria should invest in robust selection processes that carefully evaluate candidates for their skills, experience, and competencies to enhance organizational performance

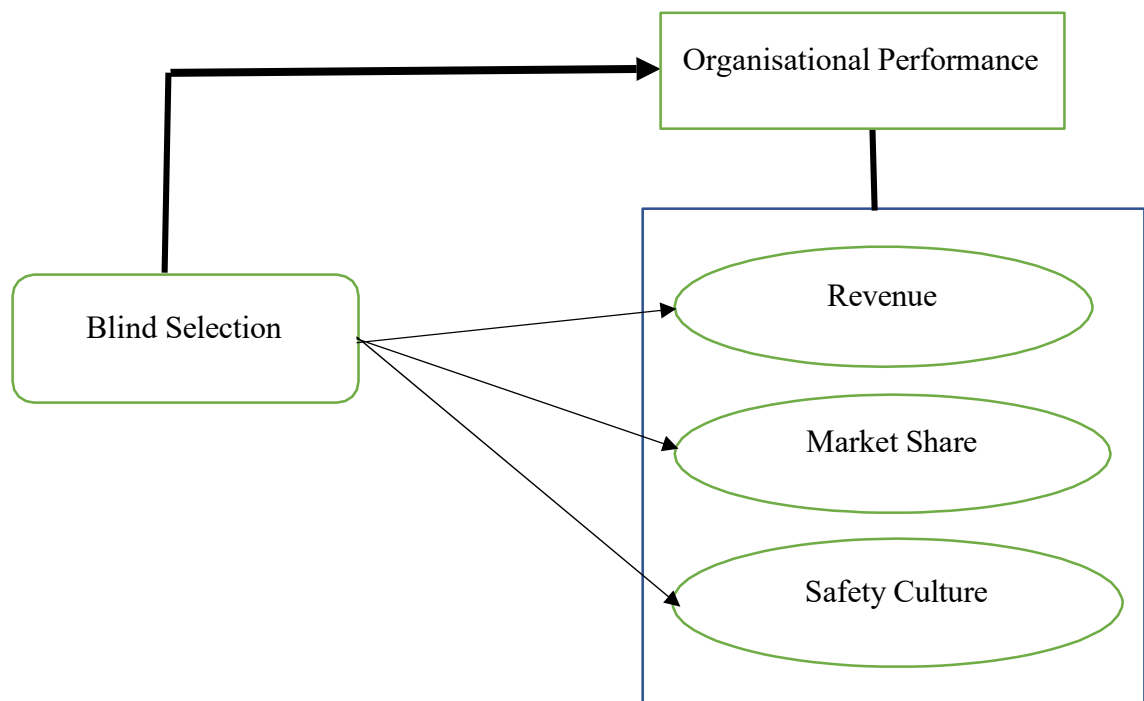
Keywords: *Blind Selection, Organizational Performance, Revenue, Market Share, Safety Culture.*

INTRODUCTION

Organization performance has been the most important consideration for every organization, be it profit or non-profit organization. It has been very important for managers to know which factors influence an organizations performance in order for them to take full advantage and appropriate steps to initiate them. Organizational researchers among themselves have different opinions of performance as it continues to be a contentious issue. (Barney, 1997). According to Daft (2000), organizational performance is the organizations' ability to attain its goals by using resources in an efficient and effective manner. Quite similar to Daft, (2000), Richardo, (2001) defined organizational performance as the ability of the organization to achieve its goals and objectives.

Owing to the importance of organizational performance, several empirical studies have been conducted around the globe on this subject (Adeneyi, 2014, Wageeh, 2014) They have sought to examine different variables in a bid to increase organizational performance. In spite of the several studies and importance placed on organizational performance, a significant challenge confronting the oil and gas firms is the poor level of performance. Research has focused on factors such as rewards system, organizational justice, employee empowerment etc. While it is true that these factors may possibly increase organizational performance, one other factor is neglected, which is the recruitment practices.

The Conceptual Framework



The conceptual framework in Figure 1 illustrates the relationship between blind selection and organization performance. The framework is based on the work of Jonggu and Lee, (2018).

The framework suggests that blind selection has an impact on organizational performance

At its core, the study aims to accomplish several objectives through its literature review:

- iv. To examine the relationship between blind selection and revenue of oil and gas servicing companies in South-South, Nigeria?
- v. To examine the relationship between blind selection and market share of oil and gas servicing companies in South-South, Nigeria?
- vi. To examine the relationship between blind selection and safety culture of oil and gas servicing companies in South-South, Nigeria?

To effectively address these objectives, the study delineates the following research question:

- iv. What is the relationship between blind selection and revenue of oil and gas servicing companies in South-South, Nigeria?
- v. What is the relationship between blind selection and market share of oil and gas servicing companies in South-South, Nigeria?
- vi. What is the relationship between blind selection and safety culture of oil and gas servicing companies in South-South, Nigeria?

2. LITERATURE REVIEW

Theoretical foundation

In investigating the strap between blind selection and organizational performance, the theoretical foundations adopted in this study is the Person-Organization Fit Theory. This theory focuses on the compatibility between an individual's values, personality, and goals with those of the organization. It suggests that hiring candidates who align with the organization's culture results in higher job satisfaction and commitment. Most individuals choose such organizations where their characteristics match with the organization's environment and their skills and abilities are used in the best manner (Mehdi Abzari1, et. al., 2015). The (Bowen, et. al., 1991; & Kristof, 1996), observed that to build a competitive business environment, POF is key to handling a dedicated workforce. Robbins & Judge (2009) claimed that an organization needs those employees who are proactive and are readily able to change tasks to face the challenges in a dynamic and changing environment; the employees' personality fit with overall culture of organization more important than the characteristics of any specific job.

In the context of blind selecting and organizational performance, the theory highlights the importance of developing and utilizing resources that are valuable, inimitable and non-substitute. The theory emphasizes the role of organizational resources, capabilities and knowledge in enhancing organizational performance. By alighting and leveraging their resources, oil and gas servicing companies operating in South-South, Nigeria can create an environment that supports staff productivity for greater organizational performance.

Conceptual Review

Blind Selection.

This has to do with removing any demographical information from resumes and applications. It lets headhunters choose competent and qualified applicants based on experience and skills, not prejudice. Blind selection is mostly employed during screening, when names, residences, schools attended, resumes, and pre-employment exams are eliminated and applicants' talents and traits are assessed via many interviews and matched with pre-set criteria (Jonggu Lee, 2018). Blind selection is difficult to implement during interviews. An anonymize transcribed answer is one technique to conduct a blind interview, but it typically misses important abilities and traits that may be needed for a post. Blind selection blacks out key identifying information that might lead to biased selection performance: (1) Ethnic background: Many job applicants don't disclose their ethnicity, but their LinkedIn profile, name, or country of employment or study might indicate it (Anderson, 2022).

Organizational Performance and its measures.

Organization performance has been the most important consideration for every organization, be it profit or non-profit organization. It has been very important for managers to know which factors influence an organization's performance in order for them to take full advantage and appropriate steps to initiate them. Organizational researchers among themselves have different opinions of performance as it continues to be a contentious issue. (Barney, 1997). According to Daft (2000), organizational performance is the organization's ability to attain its goals by using resources in an efficient and effective manner. . Quite similar to Daft, (2000), Richardo, (2001) defined organizational performance as the ability of the organization to achieve its goals and objectives.

Revenue

Revenue is one of the most commonly used metrics to measure organizational performance as it directly reflects the amount of money generated by a company through its products or services. It is an important indicator of how well a company is performing in terms of sales and market share (Gulati, Nohria, & Wohlgezogen, 2016). According to the literature, revenue can be used to assess the financial health and success of an organization. A study by Hall and Hall (2011), found that revenue growth is positively correlated with profitability and shareholder value, indicating that companies with higher revenues tend to be more successful. In addition, revenue can also be used to evaluate the effectiveness of a company's marketing and sales strategies, as well as its ability to generate demand for its products or services.

Market Share

Market share is a common measure of organizational performance that reflects a company's relative strength within its industry. In a competitive market environment, organizations strive to increase their market share as it is often associated with higher profitability, increased brand recognition, and economies of scale. This literature review will examine the relationship between market share and organizational performance, drawing on a range of scholarly articles and research studies.

Safety Culture

Safety in organizational performance refers to the measures and practices put in place by an organization to protect its employees, customers, and other stakeholders from harm and accidents in the workplace. This concept emphasizes the importance of creating a work environment that prioritizes the well-being and safety of all individuals involved (Clarke, 2010). Additionally, one of the key aspects of safety in organizational performance is the implementation of safety protocols and procedures. These protocols outline the steps that employees should take in order to prevent accidents and respond effectively in case of emergencies

Blind Selection and Organizational Performance

Blind selection refers to the process of randomly selecting individuals or samples from a population without any bias or preference. This approach is often used in research studies, surveys, and experiments to ensure fairness and eliminate any potential for favoritism or skewed sampling. There is a significant amount of literature available on blind selection, with researchers exploring various aspects and applications of this methodology. This process is commonly used to avoid bias and ensure the integrity of the study results. the study thus hypothesized that:

- H₀₁:** There is no significant relationship between blind selection and revenue in oil and gas servicing companies in South-South, Nigeria
- H₀₂:** There is no significant relationship between blind selection and market share in oil and gas servicing companies in South-South, Nigeria
- H₀₃:** There is no significant relationship between blind selection and safety in oil and gas servicing companies in South-South, Nigeria

3. METHODOLOGY

The population of the study consisted of all the 6 oil and gas servicing companies in South-South, Nigeria. According to the information obtained from " Source: www.neiti.gov." Since the population of six (6) oil and gas companies in South-South Nigeria is relatively small, the study adopted the entire population as a census, based on the fact that these oil and gas servicing companies have all operated for more than 15 years.

However, elements from the population were used as the participants or respondents for the study. Therefore, for the purpose of data gathering in this study and in line with the study unit of analysis which was at the macro level, copies of questionnaire were distributed to ten (10) managers each drawn from the six(6) oil and gas companies making a total of 60 respondents. The reliability of the instrument was achieved by the use of the cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman Rank Correlation Order.

4. DATA ANALYSIS AND RESULTS.

60 copies of the questionnaire were administered to respondents. 57 copies questionnaire representing 95 percent were retrieved. 1 copy questionnaire representing 1.75 percent were retrieved but not useable. 56 copies questionnaire representing 93.33 percent were correctly filled and thus suitable for data analysis.

Univariate Analysis

Table 1: Descriptive Statistics for Blind Selection

Item	N	Minimum	Maximum	Mean	Std. Deviation
Our organization organizes a proper solution for minimizing bias in selection process of recruitment planned for unbiased recruitment processes.	56	1	5	4.17	1.34
Our organization guarantee the selection best candidates for available vacant because of removing characteristics that may lead to bias	56	1	5	3.47	1.24
Our organization ensures strong onboarding programs and training goals for successful candidate	56	1	5	4.41	1.22
Our organization encourages diversity work place	56	1	5	4.43	1.39
Our organization makes effort to increase the potential of employees in dealing with upcoming assignments and training	56	1	5	4.81	1.31
Valid N (listwise)					

Source: SPSS Output version 23.

The data in Table 1. Illustrate that there is a high level of affirmation (where $\times > 2.50$) as regards the indicators of blind selection which is a dimension of blind hiring. The construct examined the context and manifestations of blind recruiting within the target companies with indicators aimed at examining respondent's perception of observed phenomenon in their companies and hence is largely on the agreement range of the scale. The implication of these responses is that the respondents in oil and gas companies in South South, Nigeria are strongly of the opinion that blind selection is an observed phenomenon in their companies.

Table 2 Descriptive Statistics for Revenue

Item	N	Minimum	Maximum	Mean	Std. Deviation
Our organization use revenue to evaluate the effectiveness of a company's marketing and sales strategies, as well as its ability to generate demand for its products or services	56	1	5	3.71	1.45
Our organization constantly engages its suppliers and vendors on how best to function within its	56	1	1	3.88	1.53

environment.

Our organization is knowledgeable about the customer features of its market.	56	1	5	2.62	1.37
--	----	---	---	------	------

Our organization has a critical measure of organizational performance that can provide valuable insights into a company's financial health, market position, and competitive advantage	56	1	5	4.15	1.90
--	----	---	---	------	------

Valid N (listwise)

Source: SPSS Output version 23.

The data in Table 2 illustrate that there is a high level of affirmation (where $\times > 2.50$) as regards the indicators of revenue which is a dimension of organizational performance. The construct examined the context and manifestations of revenue within the target companies with indicators aimed at examining respondent's perception of observed phenomenon in their companies and hence is largely on the agreement range of the scale.

Table 3 Descriptive Statistics for Market Share

Item	N	Minimum	Maximum	Mean	Std. Deviation
Our organization ensure high market share which tend to have higher market valuations, as investors perceive them as more competitive, sustainable, and profitable in the long term	56	1	1	3.17	1.53
Our organization maintain a strong financial performance, market share has also been shown to be a key driver of shareholder value	56	1	5	4.72	1.11
Our organization often addresses its noted gaps and deficiency in its change development	56	1	5	4.90	1.38
Our organization equip its employees with sufficient skills and knowledge on organizational processes and their interdependencies	56	1	5	4.02	1.61
Our organization has precise understanding of the links between components of the links between components within its system	56	1	5	4.18	1.74

Valid N (listwise)

Source: SPSS Output version 23.

The data in Table 3 illustrate that there is a high level of affirmation (where $\times > 2.50$) as regards the indicators of revenue which is a dimension of organizational performance. The construct examined the context and manifestations of market share within the target companies with indicators aimed at examining respondent's perception of observed phenomenon in their companies and hence is largely on the agreement range of the scale.

Table 4. Descriptive Statistics for Safety

Item	N	Minimum	Maximum	Mean	Std. Deviation
Our organization ensure high market share which tend to have higher market valuations, as investors perceive them as more competitive, sustainable, and profitable in the long term	56	1	1	3.66	1.73
Our organization allow for the flow of information along the Hierarchy to maintain safety in the organization	56	1	5	4.71	1.34
Our organization see aspect of safety in organizational performance with the promotion of a safety culture within the organization	56	1	5	3.99	1.83
Our organization promotes a healthy competition among staff for their safety	56	1	5	4.15	1.92
Our organization involves creating a work environment where safety is a top priority and all individuals are actively engaged in promoting and maintaining safety standards	56	1	5	4.85	1.92
Valid N (listwise)					

Source: SPSS Output version 23.

The data in Table 4. Illustrate that there is a high level of affirmation (where $\times > 2.50$) as regards the indicators of revenue which is a dimension of organizational performance. The construct examined the context and manifestations of safety within the target companies with indicators aimed at examining respondent's perception of observed phenomenon in their companies and hence is largely on the agreement range of the scale.

Bivariate Analysis.

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$)

Table 5: Blind Selection and Organizational Performance

			BS	Rev	MktS	Saf
Spearman's rho	Blind Selection	Correlation	.964	.822	.769	.851
		Coefficient (Sig. 2-tailed)	.000	.000	.000	.000
		N	56	56	56	56

Revenue	Correlation	.822	1.000**	1.000**	1.000**	
	Coefficient					
	(Sig. 2-tailed)	.000	.000	.000	.000	
	N	56	56	56	56	
Market Share	Correlation	.769	.843	.671	.734	
	Coefficient					(Sig. 2-
	tailed)	.000	.000	.000	.000	
	N	56	56	56	56	
Safety	Correlation	.851	.706	.787	.822	
	Coefficient					(Sig. 2-
	tailed)	.000	.000	.000	.000	N
		56	56	56	56	

Correlation is significant at 0.01 level (2-tailed).

Below is the full meaning of the following abbreviations:

BS = Blind Selection

REV = Revenue

MKTS = Market Share

SAF = Safety Culture

H₀₁: There is no significant relationship between significant relationship between blind selection and revenue of organizational performance of oil and gas servicing companies operating in South-South, Nigeria.

Similarly displayed in the table 5. is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 5. he sig-calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between blind selection and revenue of organizational performance of oil and gas servicing companies operating in South-South, Nigeria.

H₀₂: There is no significant relationship between blind selection and market share of Organizational performance of oil and gas servicing companies operating in South-South, Nigeria.

Also displayed in the table 5. is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 5.

The sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between blind selection and market share of organizational performance of oil and gas servicing companies operating in South-South, Nigeria.

H₀₃: There is no significant relationship between blind selection and the safety of organizational performance of oil and gas servicing companies operating in South-South, Nigeria.

Also displayed in the table 5. is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population from the result obtained from table 5. the sig-calculated is less than significant level ($P 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship blind selection and the safety of organizational performance of oil and gas servicing companies operating in South-South, Nigeria.

DISCUSSIONS OF FINDINGS

The findings showed that there is a significant relationship between blind selection and organizational performance in oil and gas servicing companies operating in South-South, Nigeria. This finding corroborates the earlier results of the study conducted Kastens and Cook (2004) on blind selection and market share of publicly traded companies. The finding indicated that blind selection enhances organizational performance in the organizational level of studied. The result of the study buttressed this present study by revealing that companies with higher market share tend to have higher market valuations, as investors perceive them as more competitive, sustainable, and profitable in the long term. Kotler and Keller (2016), argue that a range of external factors such as changes in market conditions, competitor actions, and regulatory changes can influence a company's market share.

More so, the finding aligned with the previous findings of Buzzell and Gale (1987), who found a strong positive relationship between market share and profitability. Their research demonstrated that companies with higher market share tend to have higher profitability levels due to their ability to capture a larger share of customer demand, negotiate better terms with suppliers, and achieve economies of scale. This finding has been corroborated by numerous other studies, including Keasey and Watson (1997), Webber and Seiler (2011), who all found a positive correlation between blind selection, market share and financial performance indicators such as return on assets and return on equity. The result of this study has bearing with the human capital theory. The theory holds that for knowledge-based organizations, intangible assets are often greater than tangible assets. These intangible assets are skills, knowledge and competencies of candidates. The ability of an organization to select the best candidates irrespective of geographical or religious sentiments would invariably lead to organizational performance. Vejchayanon, (2005) support the result of this study by asserting that, overall, organizational capital is a part of total capital which was classified as intellectual capital. The human capital theory emphasizes that employees are an organization's most valuable assets. It suggests that the recruitment and selection processes should focus on identifying and acquiring candidates with valuable skills and knowledge.

CONCLUSION AND RECOMMENDATIONS.

The study concludes that blind selection positively enhances organizational performance of oil and gas servicing companies operating in South-South, Nigeria. By conducting an unbiased recruiting and prioritizing the candidate skills and knowledge, oil and gas companies in Nigeria can create an environment that encourages and supports efficiency and greater productivity among their staff and further experienced higher revenue generation. Based on these, the study recommends that Management of oil and gas servicing companies operating in South-South, Nigeria should invest in robust blind recruiting, selection, placement and processes that carefully evaluate candidates for their skills, experience and competencies in order to enhance organizational performance.

REFERENCES

- Abraham, A. Musa, U. A. (2017). Amazing factors, that contribute, for timely completion of research work amongst post graduate students in federal universities. *Journal Psikologi Malaysia*. 31(3), 1-16.
- Åslund, O., & Skans, O. (2012). Do anonymous job application procedures level the playing field? *Industrial and Labor Relations Review*, 1(65), 82–107.
- Arjun, A. (2006). *The social life of things: Commodities in cultural perspective* Cambridge University Press. Cambridge UK.
- Barney, S. G. (2004). Human capital: A theoretical and empirical analysis, *Journal of Political Economy*, 70(5), 9-42
- Clarke, S. (2010). An integrative model of safety climate: Linking psychological climate and work attitudes to individual safety outcomes using meta-analysis. *Journal of occupational and organizational psychology*, 83(3), 553-578
- Daft, R. L. (2000). *Organization theory and design. (7th ed.)* South-western college publishing, Thomson learning. U.S.A.
- Gulati, R. Nohria, N. & Wohlgezogen, F. (2016). Roaring out of Recession. *Harvard Business Review*, 94(3), 69-74.
- Hall, M. & Hall, R. (2011). Beyond ROI: Value, KPIs, and the New Metrics in Performance Measurement and Reporting. *Journal of Corporate Accounting & Finance*, 22(3), 27-31.
- Homans, G. C. (1961). *Social behavior: Its elementary forms*. New York: Harcourt, Brace & World
- Kastens, K. A. & Cook, R. A. (2004). Market share, shareholder value, and firm value: A review and empirical analysis of the relationship. *Journal of Marketing Theory & Practice*, 12(4), 1-16.